

Item Worksheet—Item 3.1

Indicate the 4–6 most important key business/organization factors relevant to this Item.

1. Key stakeholder groups are patients and their families, the community, staff, volunteers, partners, and payors; key requirements for each of these groups have been identified (Figure P.1-5) and vary among groups
2. Many patients have chronic health problems including asthma, cardiovascular disease, depression, obesity, and substance abuse/addiction behavior
3. Mission is to provide residents easy and timely access to high-quality and safe health care services, responsive to diverse cultural and socioeconomic needs, regardless of their ability to pay
4. Organization has 17% of the market share in its three-county service area—with higher percentages in Yuma (21%) and LaPaz (19%) and a lower percentage in Mohave (12%)
5. Competitors and key collaborators are CHCs in adjacent counties, community-based private medical/dental/behavioral health providers, Indian Health Services, Veterans Administration inpatient and outpatient care, and providers and facilities located in Mexico
6. Services to enable care and increase access include transportation, translation, case management, health education, and home visits

Strengths and Opportunities for Improvement:

- Include an indication of the relative importance/strength of the comment by using ++ or - - as appropriate.
- Include a reference to the most relevant key factor(s).
- Include an indication of which process evaluation factors are addressed in this comment:
A=Approach D=Deployment L=Learning I=Integration

STRENGTHS

+ / ++	Item Ref.	KF Ref.	A/D/L/I	STRENGTHS
+	a(1)	1,2,4-6	ADLI	Customer groups are systematically identified annually as part of the Strategic Planning Process using the applicant's VMV as a focus. By analyzing demographic data from multiples sources, the cross-location Service With Spirit Team (SWST) is able to identify the gaps, look at disparities, and identify potential customers. Deployment of this process through multiple cycles has resulted in the development of several services designed to meet the unmet needs of customers in the applicant's service area. (EVH, LJY, ATD, MEP, SBG)
++	a(2)	1,2,4,5	ADLI	The applicant uses multiple methods to listen and learn about the requirements for multiple stakeholders (Figure 3.1-1). Representatives from each of the applicant's facilities meet quarterly with an eight-member Patient-Family Advisory Board in order to obtain feedback on services that are currently delivered, as well as to participate on the design and improvement teams to ensure that patient and family perspectives are incorporated. Feedback is captured using a consistent reporting template across all applicant facilities. (EVH++, LJY, ATD++, SBG++, DMH, MEP)

++	a(2)	1,2,4,6	ADLI	The applicant uses portable, multi-use Care Connection Kiosks (CCKs) across the three-county area to identify community needs, disseminate health information, gather ideas and feedback, and provide enrolled patients with access to their own Personal Health Plans (PHPs) and other information. Realizing that CCK utilization among elderly clinic enrollees was low, the applicant began hosting a monthly evening social hour called Second Time Around, which serves a similar function as the CCKs but in a manner that is more comfortable and personable for elderly patients. (EVH++, LJY, DMH++,ATD, SBG, MEP++)
+	a(2)	1,2,4,5	ADL	The applicant obtains information from key partners through senior leadership interaction with partner organizations, an annual telephone survey, and quarterly Partners Committee meetings to understand the needs and requirements of key partners, as well as areas where the partnerships can be strengthened. Information from these meetings is used as part of the Strategic Planning Process. (LJY, DMH)
+	a(3)	1,2,4,5	ADL	The methods for understanding key customer needs and requirements are kept current as part of the Strategic Planning Process through the work of the SWST, which aggregates, segments, and analyzes customer listening post data to determine key drivers in satisfaction loyalty and positive referrals. In addition, the SWST uses the Critical to Quality (CTQ) process to identify the factors critical to customer satisfaction. Customer requirements are then embedded into service design and delivery by CMs. (EVH, ATD, SBG, MEP)

OPPORTUNITIES FOR IMPROVEMENT

-/-	Item Ref.	KF Ref.	A/D/L/I	OPPORTUNITIES FOR IMPROVEMENT
-	a(1)	1,2,4,5	AD	The process for including local competitor data in the identification of patients and other customers is unclear. Without a clear process, the applicant may have difficulty attracting patients from all income strata, and this may adversely affect its primary competitive position to guarantee service regardless of ability to pay. (MEP, EVH, ATD, SBG)
-	a(2)	1-3,5,6	AD	While the applicant's SWST analyzes a variety of listening post data and information, it is not clear how the information from current and former patients and other customers is used for marketing, process improvements, and new business opportunities. It also is not clear how the applicant uses the information gathered from all customer groups to become more patient- and other customer-focused and to better satisfy patient and customer needs and desires. (EVH, LJY, ATD)

-	a(2)	1,3	D	It is unclear how the applicant’s listening and learning methods vary for different customers and customer groups. For example, it is unclear whether the Partners Committee includes representation from all partners (e.g., physicians, education partners) and other community representatives noted in the Organizational Profile. This lack of clarity may affect the systematic evaluation and improvement of health care services. (LJY, EVH, MEP, GBS)
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Stage 2 Percent Score

70 -85

%

Site Visit Issues (for Stage 3, Site Visit Use)

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Scoring Range Resulting from Site Visit Findings (from the Scoring Guidelines) _____

Change from Consensus:

☐ higher range

☐ same range

☐ lower range